

## Descriptions of the Four Primary Career Orientations

- The *Craftsperson*, as the name implies, holds traditional values, including a strong work ethic, respect for people, concern for quality, and thrift. When talking about work, such a person tends to show an interest in specific projects that have a defined structure. He or she sees others, peers as well as managers, in terms of whether they help or hinder the completion of work in a craftsman-like way.

The virtues of craftsmen are admired by almost everyone. In high-involvement organizations, craftsmen are valuable because they respect people and work hard and smart. On the downside, they can become overly absorbed in perfecting their projects, which can slow them down and harm their leadership on a broader stage.

- The *Jungle Fighter* lusts for power. He or she experiences life and work as a jungle where "eat or be eaten" is the rule and the winners destroy the losers. A major part of his or her psychic resources is budgeted for a personal department of defense. Jungle fighters tend to see their peers as either accomplices or enemies and their associates as objects to be used.

There are two types of jungle fighters: lions and foxes. The lions are the conquerors who, when successful, may build an empire. The foxes make their nests in the corporate hierarchy and move ahead by stealth and politicking. The most gifted foxes rise rapidly by making use of their entrepreneurial skills. In high-involvement organizations, jungle fighters can cause many problems. They tend not to value people. Leveraging human capital may take place, but only in limited ways for the purpose of self-gain.

- The *Company Man or Woman* bases personal identity on being part of a protective organization. He or she

can be fearful and submissive, seeking security even more than success. These are not positive attributes for high-involvement organizations. On the other hand, the company man or woman is concerned with the human side of the company, interested in the feelings of people, and committed to maintaining corporate integrity. The most creative company men and women sustain an atmosphere of cooperation and stimulation, but they tend to lack the daring to lead in competitive and innovative organizations.

- The *Strategic Gamesman or Gameswoman* sees business life in general, and his or her career in particular, in terms of options and possibilities, as if he or she were playing a game. Such a person likes to take calculated risks and is drawn to new techniques and methods. The contest is invigorating, and he or she communicates enthusiasm, energizing peers and associates like the quarterback on a football team. Unlike the jungle fighter, the gamesman or gameswoman competes not to build an empire or to pile up riches, but to gain the exhilaration of victory. The main goal is to be known as a winner, along with the rest of the team.

The character of a strategic gamesman or gameswoman, which might seem to be a collection of near paradoxes, is very useful in a high-involvement organization. Such a person is cooperative but competitive, detached and playful but compulsively driven to succeed, a team player but a would-be superstar, a team leader but often a rebel against bureaucratic hierarchy, fair and unprejudiced but contemptuous of weakness, tough and dominating but not destructive. Balancing these issues is important in a team-oriented organization, where associates and managers at all levels are expected to work together for personal and organizational success.

Source: Adapted from *Experiences in Management and Organizational Behavior*, 4th ed. (New York: John Wiley & Sons, 1996). Original instrument developed by Roy J. Lewicki.

## an organizational behavior moment

### All in a Day's Work

After earning a business degree with a major in marketing, Ann Wood went to work for Norwich Enterprises as a research analyst in the Consumer Products Division. While working, she also attended graduate school at night, receiving her MBA in three years. Within a year of reaching that milestone, Ann was promoted to manager of market research. Ann became assistant director of marketing after another three years. After a stay of slightly less than 24 months in that position, Ann was appointed

director of marketing for the Consumer Products Division. In this new role, she leads many more people than in her previous roles—85 in total across three different groups: market research, marketing strategy and administration, and advertising and public relations.

Ann felt good this morning, ready to continue working on several important projects that Anil Marhur, Norwich's executive vice president for marketing, had assigned to her. Ann felt that